

The Four SMS Components

Safety
Policy

Safety Risk
Management

Safety
Assurance

Safety
Promotion

The fourth component of an SMS is safety promotion. Safety promotion requires you to combine training and communication of your safety information to your employees. Your goal is to enhance your company's safety performance. How you seek to comply with this component depends on the size and scope of your company. It may include formal safety training for your employees, a formal means of communicating safety information, and a means for your employees to raise safety concerns without fear of retribution. The organization must promote safety as a core value with practices that support a positive safety culture.

Safety Promotion in an organization includes:

- Promoting a Positive Safety Culture
- Management Involvement
- Personnel Competency and Training
- Communication

Safety culture exists on a continuum. An organization may have a positive, negative, or neutral culture with regard to safety.

Multidimensional. There are several organizational indicators of safety culture. In other words, there are several sub processes that combine to create the overall safety culture of an organization. Promoting safety as a core value occurs by encouraging a positive safety culture. Communication and training support safety.

Understanding the overall objective and how each employee's role contributes in assuring hazards are identified, risks assessed and effective mitigations are developed and implemented are integral components in establishing a safety oriented culture. A vibrant safety culture is facilitated in part by effective communication of SMS policies, processes, tools and relevant information. As important as the written and posted Safety Policy is to the organization, the accountable executive and the rest of the management staff should also convey, enhance, and emphasize the organization's safety policy through exemplifying the policy in their daily work and in their one on one leadership styles.

Your organization's Managers have the responsibility to promote and grow a positive safety culture. For your Safety Management System to be effectiveness your managers must be dedicated and committed to using your Safety Management System. Your success is directly proportional to the effort your managers put forth. Management must provide your employees with adequate education and training to promote safety awareness. They must regularly communicate safety policy, goals, objectives, standards, and performance to all of your organization employees. Additionally, your management must provide a safety information system that is accessible and also facilitates the retrieval of information.

The Four SMS Components

Safety
Policy

Safety Risk
Management

Safety
Assurance

Safety
Promotion

More About Safety Culture. Your organization's safety effort cannot succeed by mandate only or strict implementation of a policy. Your management sets the tone for your organization's safety culture. The tone that your managers set enhances the performance and efficiency of your entire SMS. This culture fills in the blank spaces in your organization's policies, procedures, and processes and it provides a sense of purpose to your safety efforts. Your organization must cultivate willingness for your employees to contribute to the organization's safety efforts and feel confident that, while they will be held accountable for their actions, your organization will treat them fairly.

Before your organization can have a positive safety culture, you need to inform your employees of their duties and responsibilities. Each of your employees from the accountable executive/CEO/President down to the line employee has a role in insuring that your organization has a positive safety culture.

The following is a list of things that your organization should do to have a positive safety culture:

- Publicize senior management's commitment to safety to all your employees.
- Ensure your senior management visibly demonstrates their commitment to SMS.
- Communicate safety responsibilities to your employees.
- Clearly and regularly communicate safety policy, goals, objectives, standards, and performance expectations to all your employees.
- Your senior management must allocate resources to create a solid SMS structure and provide the resources to ensure its operation.
- Ensure that your employee safety reporting and feedback system provides confidentiality.
- Create and use a safety information system that is accessible and is easy to retrieve.

Your accountable executive or your designated management representative should communicate the performance of your organization's SMS program through bulletins and briefings. For example; one small FAR 135 Operator posts the organization risk on a bulletin board. The employees are able to track where the risks are and also what is being done to control the risk. Your designated management representative should also ensure that lessons learned from investigations and case histories or experiences, both internally and from other organizations, are distributed widely. Communication should flow between your accountable executive/designated management representative and employees throughout your organization. Your safety performance will be more efficient if your employees are actively encouraged to identify and report hazards.

Your Safety communication, therefore, aims to:

- Ensure that all your employees are fully aware of your Safety Management System,
- Convey safety-critical information,
- Explain why particular actions are taken,
- Explain why safety procedures are introduced or changed, and
- Convey "nice-to-know" information.